



# MPD RECRUITING AND RETENTION UPDATE FY18 Q3

*Alex Smith, Chief HR Officer*  
*Dec 2017*

# MPD recruiting and retention strategic plan

## *Executive summary*




Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

- 1. Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
- 2. Enhance police recruiting efforts:** successfully add 200 new officers per year
- 3. Enhance force multiplier recruiting efforts:** hire 100 PSTs and 25 dispatchers per year
- 4. Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

# MCPD Recruiting and Retention - Goal Progress

Goal	Description	Status	Comments
Enhance police recruiting efforts	Add 200 new officers per year		<ul style="list-style-type: none"> <li>85 graduated in Aug 17</li> <li>100 hired for PR124                             <ul style="list-style-type: none"> <li>96 PRs remaining</li> </ul> </li> <li>40+ in pipeline for lateral programs</li> </ul>
Enhance force multiplier recruiting efforts	Hire 100 PSTs 25 dispatchers		<ul style="list-style-type: none"> <li>Currently have 65 PSTs</li> <li>Ramping up 2<sup>nd</sup> Blue Path class now</li> </ul>
Lower sworn officer turnover to 2013 levels	115 sworn officers per year		<ul style="list-style-type: none"> <li>121 resigned/retired YTD</li> <li>78% Take rate with retention bonuses</li> </ul>

# MPD current compliment *(as of Dec 18)*

Role	Number of employees
Commissioned Officers	1,960
Police Recruit	96
Police Radio Dispatcher	137
Police Service Technician	65



# MPD attrition *(as of October 11)*

	Police Services								
	Commissioned			Non-Commissioned			All Employees		
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total
<b>2012</b>	43	31	83	10	25	55	53	56	138
<b>2013</b>	45	57	115	6	17	40	51	74	155
<b>2014</b>	77	83	168	17	23	52	94	106	220
<b>2015</b>	71	111	182	5	18	23	83	121	227
<b>2016</b>	72	68	140	10	35	45	81	103	185
<b>2017</b>	<b>60</b>	<b>61</b>	<b>121</b>	<b>5</b>	<b>33</b>	<b>38</b>	<b>65</b>	<b>94</b>	<b>159</b>
<b>2018</b>									



# Workforce Plan

MPD Projected Workforce Need - 2018 - 2020					
Calendar Year	2017	2018	2019	2020	2021
MPD Sworn Headcount Forecast - March 31	1964	2006	2111	2216	2321
Applicants	4000	6000	6000	6000	6000
PII Recruit Starting Academy	210	300	300	300	300
PII Recruit - Graduating (30% attrition)	147	210	210	210	210
Lateral Recruit - Graduating	25	25	25	25	25
Total Additional Recruits	172	235	235	235	235
Sworn Attrition	130	130	130	130	130
<b>Net Officer Gain</b>	<b>42</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>



# Next Steps

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- Currently on 13 city tour
- Travelling to military bases in January (Ft Campbell)
- Launched \$2000 referral bonus program